

TASC

Services
That
Make
Sense

REPORT TO
CUSTOMERS

2000

Services That Make Sense

ACQUISITION SERVICES

Procurement Operations • Information Technology Omnibus Procurement (ITOP) • Purchase Card Administration • Contract Administration Support • Simplified Acquisition Services • Performance Based Contracting

IT OPERATIONS

Transportation Virtual University • Distance Learning Program Development • Information Technology Services Website Design • Web-enabled Applications & Surveys • Intermodal Data Network Management • Network Engineering Desktop Services • Consolidated Server Services • Telecommunications Services • Voice, Cable & Wireless Services • Millennium Solutions Center • IT Security Services • Value-Added Niche IT Services (VANITS) • Specialized Technical & Technology Services (STATUS)

FACILITIES SERVICE CENTER

Transit Benefit Program Management • Special Transit Services • Shuttle Bus Operations • Parking Management • Motor Pool & Courier Operations • Personal Property Management • Facilities Services • Contract Labor Support • Air Quality and Safety Services • Alterations Management • System Furniture Solutions • Utilities Management

HUMAN RESOURCE SERVICES

Workforce Planning • Staffing & Recruitment • Position Management & Classification • Personnel Action Processing • Employee & Labor Relations • Executive Resources • Retirement & Benefits Counseling

WORKLIFE WELLNESS

Disability Resource Center • Assistive Technology Lab Sign Language Interpretation • Centralized Employment Information Services • Substance Abuse Awareness Programs • Substance Abuse Testing & Laboratory Services • DOT Connection • Work & Family Services • Career Development Services Employee Assistance Program (EAP) Employee Fitness Center

INFORMATION SERVICES

Docket System Development & Operations Library Research & Operations • On-Line Publications • Multi-Media Services Graphics Design & Production • Printing Services • Warehouse & Distribution Services • Office Copiers & Maintenance • Copy Center Operations • Photography Services • Mail & Postage Services

SPACE MANAGEMENT

New Headquarters Building Project • Space Requirements Analysis • Real Estate Inventory Management • GSA Rent Account Support • Real Estate Acquisition • Lease Development & Negotiation • Layout & Design Services

SECURITY OPERATIONS

Perimeter Security • Security Guard Services Security Investigations & Surveys • Security Awareness Briefings • Identification Media Passports & Visas • Position Sensitivity Reviews • Personnel Security Adjudication • Information Security • Classified Document Control



TO OUR CUSTOMERS

TASC's genesis dates back to 1966, and the formative years of the Department of Transportation. Thirty-four years ago, Public Law 89-670 authorized the Secretary to establish a working capital fund "for the maintenance and operation of such common administrative services as he shall find to be desirable in the interest of economy and efficiency in the Department..."

For many years, that working capital fund operated within the Office of the Assistant Secretary of Administration. And in 1996, TASC became the operational embodiment of the fund. In essence, the original legislation that authorized the fund now exists as a functional, accountable enterprise.

On behalf of the entire Department, TASC harnesses economies of scale and draws on best practices throughout the public and private sector, assuring the "economy and efficiency" envisioned by lawmakers decades ago. We leverage our expertise beyond the walls of DOT, enabling other government agencies to solve knotty problems and streamline their operations.

We free them to devote more resources to their core missions and from our experiences with them, we learn how to do our work even better.

TASC is continually developing and enhancing its menu of services--ranging from facility management to data mining to drug testing. It's our goal to be nimble and responsive to the needs of all areas of government, and we are constantly researching ways to customize our tools to remedy administrative challenges.

As an integral part of DOT and the U.S. Government enterprise as a whole, we are conscientious about the quality of our work and we live with the daily consequences of our performance. As "insiders," we are keenly attuned to the Administration's core values and aims--especially its mission to create a government that is results oriented, market-driven, and has a citizen-based focus.

TASC operates without appropriation, supporting its efforts on a fee-for-service basis.

While this approach is not new to government, we are the first to consolidate administrative

tive and management support services into a single, agile enterprise. Our fees are competitive with other public and private sector service providers, and because we have no profit motive, we can offer our customers services at cost.

We measure our success in two ways: our financial performance and customer response. Revenue has grown as much as 30% each year since TASC began its fee-for-service program in 1996. Our customers tell us that our services are efficient, cost-effective and delivered on time. They return to use these services again and again and recommend them to others. Many of our services have been recognized as “best practices” in Government.

This report to customers highlights our commitment to providing *Services That Make Sense* to DOT, the Federal community, and the public at large. In the pages that follow, we'll describe the many ways that TASC contributes to

building a *Sense of Satisfaction* and a *Sense of Confidence* among its customers. We'll demonstrate the ways that TASC enables the Department of Transportation to translate a *Sense of Responsibility* into strategic environmental and economic outcomes and to instill in its current and prospective workforce a *Sense of Achievement*. We will also report on the expertise that TASC brings to the table in creating a *Sense of Space* and *Security* for the Department (and agencies throughout the Federal sector)...in both its physical and virtual environments. The details of our financial performance are contained in the final section of this report, addressing TASC's *Sense of Accountability*, shining a light on and reducing the hidden cost of Government services.

We invite you to join with us in our efforts to discover better ways to serve the American public and to celebrate our success in delivering Services that Make Sense on their behalf.



George C. Fields, Director
Transportation Administrative Services Center



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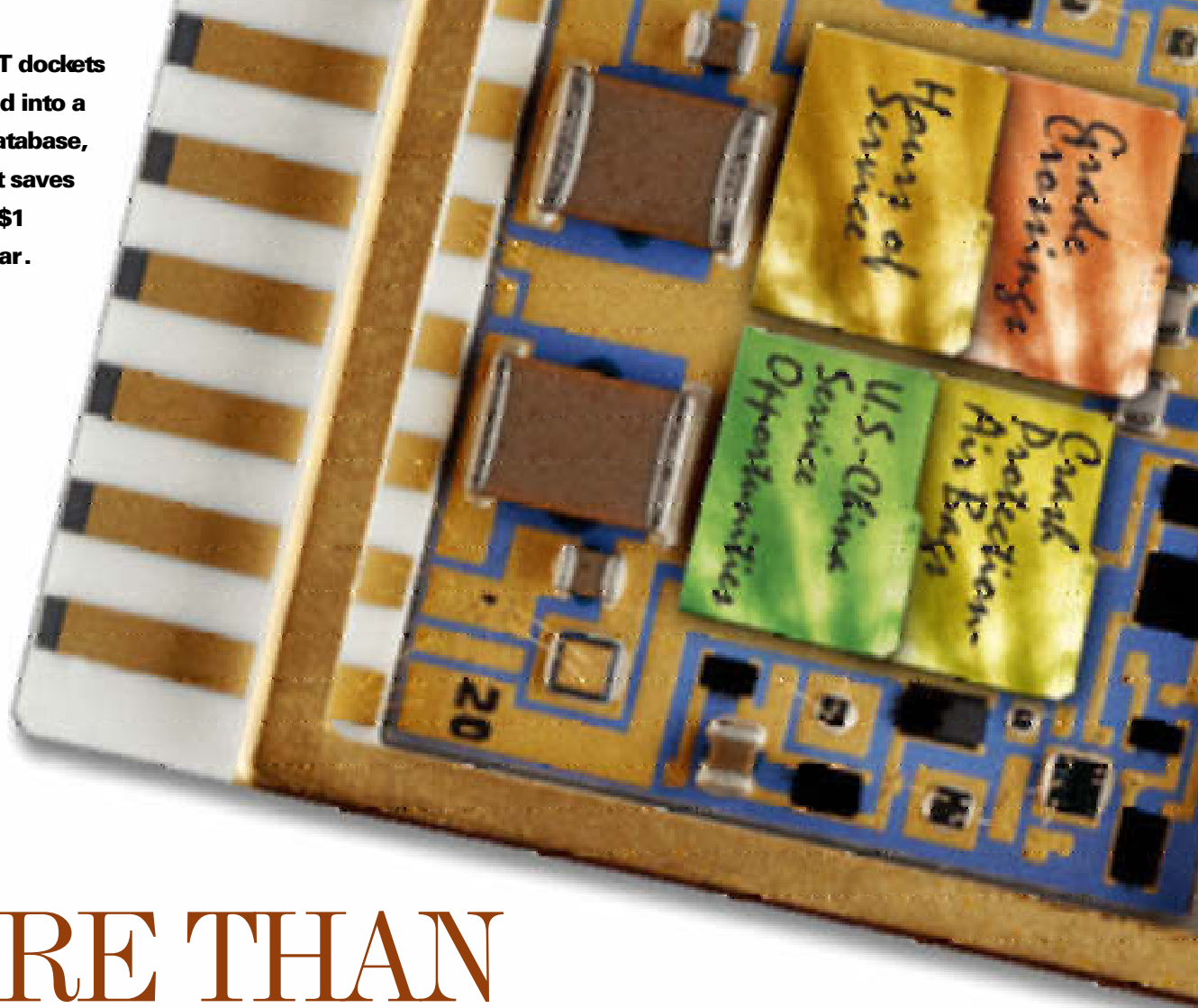
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A Sense Of... SATISFACTION

Customers want results, delivered by a government that works better, is more practical and costs less. To DOT, that's a strategic goal, but to TASC, it's a simple, sensible truth. Our streamlined and accessible dockets management system has earned kudos from Congress, the Office of Management and Budget and the General Accounting Office. Our fast and efficient procurement and IT project management services are "best practice" models for other federal government agencies.

Because all DOT dockets are consolidated into a single online database, the Department saves approximately \$1 million each year.



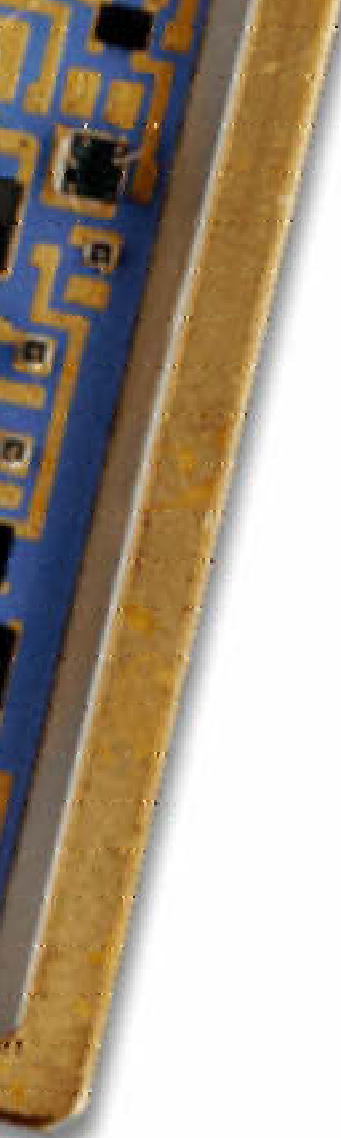
MORE THAN A MILLION SERVED

TASC's award-winning Dockets Management System processed its millionth page of regulatory and adjudicatory material this past year, and was praised as a model program by Congress and the Government Accounting Office. The web-based database, now five years old, gives U.S. citizens and others Internet access to the public record of DOT's rule-making and adjudicatory cases. In essence, TASC makes it possible for DOT to take government directly to the citizenry.

This year, GAO reported that DOT has "the most extensive docket system" of any agency, most of which

"had no such electronic dockets, or their systems were not as comprehensive or sophisticated as the DOT system."

The secret of our success is partly in our customer feedback system. TASC convenes periodic customer meetings and enables users to contribute suggestions and comments online. We rolled out a revised DMS web site in February 2000, with new features stimulated by this feedback. Now, online tutorials, help files and "Frequently Asked Questions" make the dockets system even easier for customers to navigate. A new



A Sense Of... **SPEED**

The volume of material processed by the Dockets Management team increased 79% in FY 2000, while TASC reduced the cost per processed page by 60%. During the same period, Dockets staff achieved an all-time speed record, processing 98% of all material submitted within 8 business hours.

logging and tracking system allows TASC to give feedback to customers on “hot docket.”

TASC also offers its dockets technology beyond the confines of the Department of Transportation. The Department of Labor, the National Transportation Safety Board and the Health Care Financing Administration have the opportunity to use DOT’s platform or adapt its program to meet their specialized needs. And the technology does more than dockets duty: in FY 2000 the FAA’s Aviation Consumer Protection Division adapted TASC’s

dockets technology to create a web-enabled consumer complaint application. Instead of spending a year inventing a new tool, the FAA was able to reengineer their business processes in just eight weeks using TASC’s existing know-how.

In 2000, the DMS processed its largest docket ever: A controversial Federal Motor Carrier Safety Administration measure limiting hours of service for truckers generated 23,000 documents—64,000 pages—over a 90-day period, with more than a third of the comments coming in electronically.

A Sense Of... **SPEED**

For task orders of \$5 million or more, ITOP can have a contract in place within 8 weeks; for task orders valued at less than \$5 million, TASC gets that done in just 4 weeks.

Big Opportunities for Small Businesses

TASC shares DOT's commitment to widening economic opportunities for small and disadvantaged businesses and ensuring a level playing field for those seeking government contracts. TASC awarded 20% of its direct contracts to small, disadvantaged businesses in FY 2000. Almost 40% of TASC contract awards went to small businesses, and 5% went to women-owned businesses.

Last March, we made our largest single award to date under the ITOP program: a \$200 million task order on behalf of NASA to Advanced Management Technology, Inc., an 8(a) certified, women-owned business. AMTI will support scientific computing at Ames Research Center, Goddard Space Center and other NASA centers.

To encourage more women to tap DOT as a potential client, TASC partners with several operating administrations to host procurement workshops for women-owned businesses. Here they can build a better understanding of the federal procurement process, and become more competitive contractors.

Advanced Management Technology, Inc., an 8(a) certified, women-owned business, was awarded a precedent-setting \$200 million NASA task order under TASC's ITOP program.

Top of Its Class

ITOP, Information Technology Omnibus Procurement, is TASC's streamlined acquisitions vehicle, now partnered with 35 leading private sector technology vendors. When it launched three years ago, only one other such service existed in the federal government. Today more than a half-dozen competitors have used ITOP as a model for their own procurement functions.

ITOP is committed to staying ahead of the pack, constantly refining its practices for speed and ease of use. A new Internet structure enables documents to be housed,

indexed and searched from a central interface, working efficiently with other record systems. Electronic signatures make for quick turnaround.

Our cadre of internationally recognized, pre-approved contractors ensures swift turnaround at a low cost. That's why TASC customers keep coming back again and again for this "signature service." Today TASC is fulfilling 75 different task orders to provide contract administration and bill-paying services for customers at much lower costs than GSA offers.

Satisfied Customers Spread the Word

With little fanfare, but lots of word-of-mouth recommendations, TASC has doubled its procurement business in just two years.

TASC's performance keeps customers coming back. DARPA, the Defense Advanced Research Projects Agency, came to TASC after an unsatisfactory procurement experience. As a high-maintenance scientific organization, DARPA could not afford to wait months for work to begin. TASC quickly found a contractor who could manage an agency-wide software infrastructure—a \$12 million, five-year contract. Now DARPA has asked TASC to expand the scope of its support to the agency by providing a dedicated contracting officer to award new contracts.

NASA recently relied on ITOP to award a task order for IT support for its Consolidated Supercomputing Management Office. Now CoSMO is better equipped to support NASA's mission to perform scientific research,

space exploration and technology development and transfer. NASA is now looking to replicate this procurement experience in other areas of the agency.



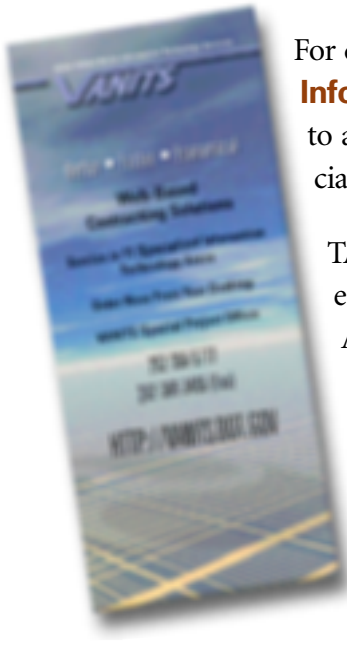
Speed has become our signature: In just two weeks, ITOP was able to take an amended statement of work and have a completed task order ready for approval that allowed the Office of the Secretary of Defense to fulfill a critical international initiative.

This year, we also helped the FBI's Criminal Justice Information Services Division award a \$117 million task order for a contract that has become a core service of the FBI.

And the National Highway Transportation Safety Administration chose ITOP over all other government procurement vehicles to handle a \$16 million task order.

Currently, the Department of the Interior's Fish and Wildlife Service is working with TASC to develop simplified acquisition program services.

Specialty Information Technology Management Services



For customers with very specific IT service needs, TASC launched its **Value Added Niche Information Technology Services** program in FY 2000. VANITS gives customers access to an array of IT support services that are relatively obscure but nevertheless critical, especially for agencies engaged in the e-Government revolution.

TASC's expertise is at the core of VANITS' excellent program management capabilities, easy access to 119 contractors (many of them 8(a) certified by the Small Business Administration), rapid start-up and competitive rates. We do all the legwork required to turn your requirement into a customer agreement and task order, in as few as 72 hours. Customer agencies earn full credit for awards made to 8(a) firms on their behalf.

Best of all is VANITS' Internet component. Customers can "shop" right from their desktops--preparing a statement of work; browsing vendor capabilities, past performance and rates; and evaluating proposals. You can even follow the progress of your procurement online, 24 hours a day.

Value Added IT Niche Services

Taking on the challenges associated with any new information technology application can strain even the most technically proficient management staff. Public organizations can partner with TASC, a government agency that operates like a business and yet understands the special needs and considerations that are inherent in any Government endeavor. Innovative partnerships with industry enable TASC to bring technically sophisticated solutions to agencies' business process challenges. Flexible and savvy project management experience enables TASC to apply time-tested principles in meeting customer needs and expectations successfully. Agencies come to TASC secure in the knowledge that we understand their requirements and can accommodate government funding processes and interagency transfers with ease.

Need It? VANITS Can Get It

- **business intelligence services**
- **e-commerce tools**
- **email/messaging and directories**
- **Data warehouse and data mining solutions**
- **enterprise resources processes**
- **remote maintenance monitoring**
- **e-learning solutions**
- **systems transition, migration, remediation**
- **assistive technology solutions**
- **government financial systems support**
- **IT infrastructure security consulting, implementation & integrity support**
- **secure communications**
- **operational maintenance support**



A Sense Of... CONFIDENCE

When you trust TASC to provide the administrative operations that support mission-critical programs, you can be confident that you're getting great value and top-notch, proven practices. Because TASC provides services to customers across government, we develop and fine-tune our scope of expertise across a wide range of services and generate savings through economies of scale that get passed on to our customers in lower costs.




GETTING YOUR JOB DONE

A recent technical panel review concluded that TASC's MailStore approach represents the "best value" for messaging services, saving more than 75% compared to competing applications.

Contending with eight different e-mail systems across 14 operating administrations has been standard practice for DOT causing mail delays, inaccuracies, unreliability -- and a lot of frustrated customers. That's why **MailStore** is one of TASC's most exciting innovations of the year.

This super-efficient delivery system synchronizes all email directories, updates them every night, and uses sophisticated translation technology to route mail to and from all of DOT's operating administrations' mail systems, regardless of what email client they use. A buffer system guards against lost messages in the event of a system failure.

our highly qualified email staff overcame all obstacles and technical difficulties to support a series of national survey distributions. Their highly professional performance and untiring, meticulous efforts went above and beyond the expected, and enabled us to meet our goals in a timely manner."

ACQUIRE Survey Project Team
Federal Aviation Administration

TASC links all 100,000 DOT email users and their various agency messaging systems (cc:mail, MS/Mail, MS/Exchange, GroupWide and BTOS) in a seamlessly integrated common X.500 directory. The TASC Mail*Hub processes more than 150,000 messages per day -- the equivalent of more than half a million pages of text. Load balancing and enhanced availability services provide high assurance message quality for users at both ends.

Customers can now count on these comprehensive, full-featured messaging services, with users able to easily access their email from anywhere -- via the Web, a Virtual Private Network (VPN), or through their local area network. Agencies can retain control over their own user access

while still having the benefit of centralized system management and monitoring. The system provides universal directory access, together with a Department-wide calendaring capability that includes schedule sharing and management. Virus protection is a critical part of any communication service and TASC's Mail*Hub incorporates an industry-leading virus wall that protects all of DOT's users.

TASC's robust set of email tools now makes it possible for users of DOT's mail system to experience faster delivery, fewer points of failure, easier use of attachments and even support for telecommuters -- at a fraction of what DOT is paying for email service today.

A Sense Of... **SPEED**

Citizens get a faster response when they order documents from DOT and its operating administrations. TASC fulfills requests to members of the public in just three business days—less than half the time required one year ago.

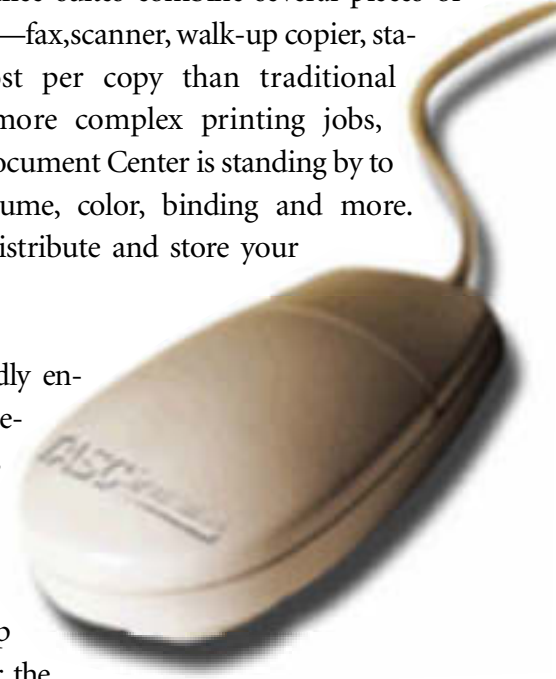
Pushbutton Convenience

Information Services continues to move more capabilities to customers' desktops while reducing its cost of operations. Customers can now send copy jobs to a remote high-speed copier straight from the desktop, as well as send faxes electronically. Multi-function copiers located in 250 office suites combine several pieces of office equipment—fax, scanner, walk-up copier, stapler—at less cost per copy than traditional machines. For more complex printing jobs, TASC's Digital Document Center is standing by to handle large volume, color, binding and more. TASC will also distribute and store your documents.

TASC has markedly enhanced its warehouse processes with the award of a new contract, expected to save the Department up to \$1 million over the

next five years. The performance-based contract allows TASC to renegotiate DOT's requirements at any time, adding or removing personnel as workload fluctuates.

TASC's printing, graphics and photo services were further enriched by the digital revolution this year: 100% of graphics work is digital now, resulting in fewer errors, lower costs and faster transmission. Desktop "print on demand" capabilities enable customers to turn out documents on a "just-in-time" basis from their desktops, eliminating waste in printing, storage and distribution.



Value **TASC**

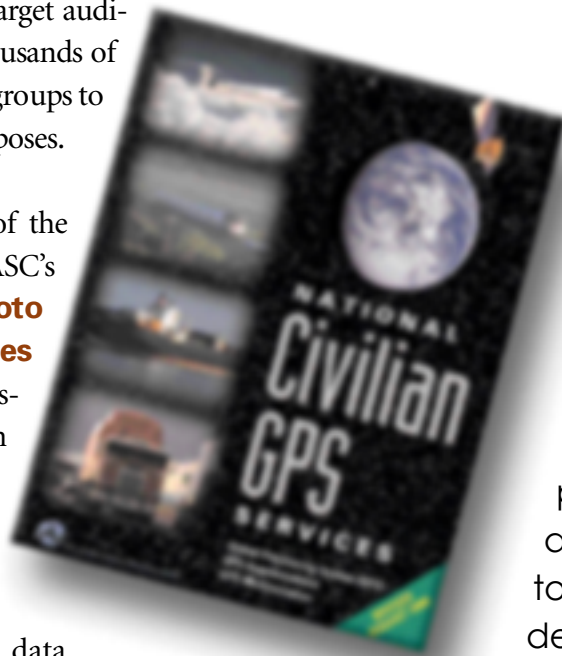
Since TASC improved the management of DOT's mailing list processes, the Department has received 25% less returned mail, saving first-class postage costs on each piece. For maximum address accuracy, TASC continuously checks each customer's mailing list against the U.S. Postal Service's database of certified addresses.

Efficient, Affordable Documents

A cornerstone of DOT's strategic plan is to put technology to work in creating "smart" transportation systems. Expanding the application of information available through the nation's Global Positioning Network is a cornerstone of that effort.

Earlier this year, TASC provided critical support to the Department's efforts to raise awareness among Congress, industry, and the public about the potential this technology holds for expediting the safe movement of people and goods across the nation and around the world. In partnership with a senior team of Department officials, TASC designed and produced a National Civilian GPS Services brochure that received rave reviews, both from within the Department and from its target audience. Agencies ordered thousands of additional copies for other groups to serve their own related purposes.

This is but one example of the sense of satisfaction that TASC's **printing, graphics, photo and distribution services** deliver for their DOT customers every day. In an effort to validate the value that specialized expertise and consolidated service brings to DOT, TASC collected benchmarking data from government and private industry sources that provide similar services and discovered that TASC offers highly competitive rates. TASC compared its quick printing costs against industry benchmarks as well.



TASC
Value

TASC's price for color laser prints is less than half that of commercial industry (75¢ vs. an industry average of more than \$2 per print.)

Rush rates for graphics projects are as much as half that of competitors.

A typical two-sided black and white print job at TASC costs \$150 for 150 copies of a 20 page stapled document with a heavy weight cover. The industry average is more than \$320.

TASC's per copy "quick print" charge is 5¢ per page, as much as 2¢ less than at Kinko's, Staples, or Sir Speedy.

*"T*ASC's Graphics and Printing

Staff made our priorities their priorities and found ways to adapt our stringent requirements to established GPO processes to develop products that were unique, effective, on time and under budget."

*—Joseph F. Canny
Deputy Ass't. Secretary for
Navigation Policy*

Data Analysis at Top Speed

TASC speeds access to critical knowledge through sophisticated data warehouse and analytical tools that enable DOT to fulfill its missions of safety and service. TASC developed an Airline Passenger Data Warehouse, based on four years of Bureau of Transportation Statistics data, that demonstrated the power and applicability of technology that provides answers in minutes, as opposed to the hours—and even days—of the recent past. This experience has enabled TASC to develop the expertise that DOT operating administrations need to advance their analytical capacity in ways that were previously too expensive or too time consuming to pursue.



Beyond Y2K

The Year 2000 transition went without a hitch, but TASC's Millennium Solutions Center has not retired. Instead, it has evolved into a customer-focused, fee-for-service organization delivering world-class technical solutions through a unique government-to-government service relationship.

Through the MSC, TASC reaches out to other agencies struggling to meet federal goals for e-government, electronic records management and technical infrastructure. The MSC has formed successful relationships with the SEC, the EPA, the National Archives and Records Administration and the Executive Office of the President, and has formed a full-fledged partnership with the GSA.

With the Year 2000 dilemma now a slice of history, technical concerns have switched to critical infrastruc-

ture protection and computer security. MSC can provide risk assessment and mitigation plans, security assurance plans and programming, disaster recovery assessments, policy development help and network analysis, design, implementation and monitoring.

Support from the MSC helps customers redesign and deploy outmoded legacy systems to enable web applications and e-commerce functions. Twenty-first century computing also requires reams of documents in multiple formats to be standardized. TASC can convert hard and soft copy records into information repositories, provide tools to manage electronic documents and records, provide data warehousing and data mining services and enable horizontal and vertical knowledge management throughout your organization.

Keeping an Ear to the Skies

Consumer agitation about airline delays is on the rise and reports of passengers being trapped in runway-stranded aircraft for hours have become more common. DOT committed to eliminating this travel misery and, to that end, TASC partnered with the Office of Inspector General to develop an on-line customer satisfaction survey to gauge satisfaction level of the travelling public. The success of this effort prompted the OIG to ask TASC to develop an additional survey tool to assess airlines' efforts to accommodate passengers with disabilities and special needs.

TASC also partnered with the FAA's Aviation Consumer Protection Division to update and improve its consumer complaint database. TASC transformed the database from a bulky mainframe application to a swift, smooth Web-based reporting system that links directly from DOT's home page. TASC relied on its dockets management technology and expertise to develop the new Web-based application. A re-engineered business practice that might have taken six months to develop from scratch was up and running in just eight weeks. The FAA was so pleased, it recommended TASC's services to the Department of Agriculture, which was looking to develop its own Internet application to support its regulations activities.



Value **TASC**

TASC's telecommunications organization only accepts vendors, products and services that have been identified as "best of breed." DOT's desktop telephones and wireless products, cellular telephones and pagers represent best practices as defined by the latest industry standards.



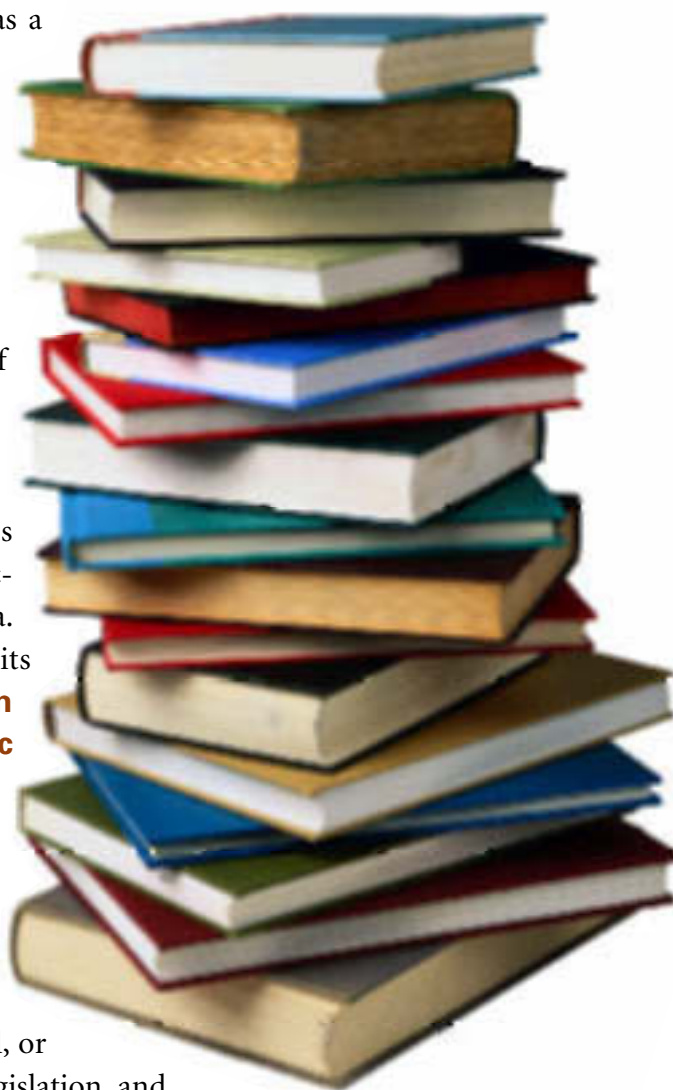
Accor ding to the Bur well World Direct - ory of Information Bro lers, the industry average for librar y refer ence and re- search assistance is \$215 per request. TASC does it for just \$106.

The Library at Your Fingertips

Need technical, scientific or business information in a hurry? DOT customers can get the information they need without leaving their workspace. More than 500 databases of knowledge, as well as bibliographic information about the 211,000 items available in the library itself, are accessible from every desktop.

TASC added a variety of new library services this year and vastly improved the library using one simple technique: we asked our customers what they wanted to change. The result was a set of 72 distinct recommendations—as simple as adding a book to the collection, and as complex as renovating the physical facilities. TASC systematically implemented each of these recommendations over the past year.

Many improvements occurred within the electronic information arena. TASC improved its **Research Information Database and Electronic Resources** system. *Rider 2* is a cornucopia of informational databases. TASC provides training sessions to help customers conduct in-depth research in general, or in specific areas like legislation and engineering. User-friendly, hands-on workshops have proved so popular, the Library plans to further expand and tailor its unique training program to include a variety of professional disciplines and specialized research needs.





A Sense Of... RESPONSIBILITY

DOT keeps its promises to the community—local and global—through services provided by TASC. With an array of resources and expertise within our reach, it makes sense to share and practice what we know in ways that improve lives. Our uncomplicated, attentive programs make it easy for TASC customers and the citizenry at large to save time, reduce pollution, save energy, mentor promising youth and help families earn a living wage. Our commitment is to deliver highly effective programs that add value in service to America.



Americans spend half a billion hours a year stuck in traffic. Traffic congestion wastes about 3 billion gallons of gas each year—a lifetime supply of fuel for 600,000 cars. And for every 25 miles a vehicle is driven, one pound of pollution is released into the air.

“DOT agents are always friendly, courteous, and professional... . Questions and individual staff situations are resolved promptly with diplomacy and tact. The staff always meets or exceeds our highest expectations. We are very thankful to DOT for the excellent service that they provided to the SEC.”

*— Jayne L. Seidman
Securities and Exchange
Commission*

TASC IN THE FAST LANE

TASC made a commitment to improving mobility and environmental quality in FY2000 by promoting transit alternatives to commuting. The result is a customer-friendly program for distributing **transit benefits**, not just to staff at the Department of Transportation, but also to civilian and military employees of dozens of Government departments and agencies. In FY 2000, TASC increased the number of federal employees who made the commitment to rely on public transportation for commuting to work four-fold, to over 116,000 employees in 30 cities in 2001. Expansion and efficiency have allowed us to keep administrative

costs low — just \$37 per participant per year, compared to \$50 for our closest competitor.

This year, TASC piloted a successful test of Metrorail's SmarTrip cards. Now, customers who use Metrorail exclusively can have their cards' dollar value replenished electronically and safeguard that asset if it is lost or stolen.

Using SmartCard technology cuts minutes off customer commuting time. As important as reducing congestion on our nation's roads is TASC's commitment to overcome obstacles to capitalizing on America's investment in public transportation.

Counting on the Next Generation

DOT's **Garrett A. Morgan Technology and Transportation Futures Program** has three goals: to build a bridge between America's youth and the transportation community; to support improved educational technology that provides better ways for people to acquire new skills; and to ensure that America's transportation workforce for the 21st century is tech-

“We want to thank TASC personnel for their special effort and donations of computers. In this world of ever-changing technology, we will benefit from these computers tremendously.”

—Minnie Wood
Matthews Memorial Baptist Church
Child Development Center

nologically literate and internationally competitive. For its part, TASC donated 2,500 pieces of excess computer equipment, plus 242 complete workstations, to schools in Virginia, Maryland, the District of Columbia, Delaware, South Carolina, Pennsylvania, New York, Michigan, Arkansas and West Virginia.

TASC actively supports the Department's involvement in mentoring and educational partnerships. Last year we recruited and transported 76 DOT employee volunteers to tutoring sessions at Webb Elementary School as part of the “DC Reads This Summer” program. We also provided central coordination for the DC Summer Jobs Program, the DC Summer Works Program and the Workforce Recruitment Program for Students With Disabilities. We helped participating operating administrations cut recruiting expenses and duplication of effort by arranging centralized advertising for summer positions.

Cultivating Working Families


TASC helps DOT and other agencies achieve their goals of moving potential workers off welfare and into productive careers. We are the axis point for implementing **Welfare-to-Work** at the DOT, conducting outreach efforts, identifying applicants and offering a work orientation program. We also provide ongoing career counseling and work and family advisory services for appointees under the program, and coaching for supervisors of these individuals. We do everything possible to enhance their integration into the mainstream workforce and boost their success on the job.





A Sense Of... ACHIEVEMENT

TASC supports and enhances many services that spur individual customers to reach their full potential—in the workplace, through online training, and by encouraging community support through volunteer activities. We understand that it makes sense to put people first.



TASC conducted a market survey of available information security training and discovered that there were no comprehensive information security courses that met the Government's demanding requirements. Working in cooperation with the FAA, TASC developed courseware to train its 3,200 system administrators. The courseware is web-based, with an option to have instructor-led capability, and provides the ability to track training completion rates, test scores and percent improvement.

E-LEARNING COMES TO DOT

TASC acts as "headmaster" for DOT's Transportation Virtual University, an online learning program that delivers comprehensive courses to customers' personal computers at home, work or anywhere. Students can select from more than 1,200 separate courses, and can enjoy a full year of unlimited access for less than the cost of a single traditional classroom course. In its May 2000 issue, *E-gov, the Journal for Electronic Government*, called TVU "Undoubtedly the most extensive and inclusive online educational system to be developed in government to date."



“Undoubtedly the most extensive and inclusive online educational system to be developed in government to date.”

— *The Journal for eGovernment*

Training modules are easily customized to fit specific organizational needs, or customers can structure their own educational or enrichment programs in areas of business, technology and end-user computer training. Students can also complete BA or MA degrees through TVU.

Among the University’s distinctive features are “Search and Learn” and “Online Mentoring,” which together enable students to explore the entire system to find specific information. The self-paced courses also per-

mit students to interrupt their studies and later return to exactly where they left off. The software is so advanced, it can assess a student’s mastery of a subject and repackage materials for areas that indicate a need for more focused study. Those who like the interaction of a classroom can access threaded discussion groups, chat sessions, online mentoring and Webcasts.

TASC worked with the Coast Guard to develop a cost-effective training solution to teach technical and business skills to some 20,000 Coast Guard personnel stationed around the globe. The new USCG training Web site ties in access to TVU course offerings, online Individual Development Planning, leadership surveys and much more. Through TVU, the Coast Guard could reduce training costs by as much as 45% and realize a 15%-25% improvement in employee performance.

Center of Capability

Building a solid workforce requires a rich mix of ages, genders, races, cultures, abilities and talents. But to create this network of expertise, every person who can contribute should be given a fair chance to do so. Since opening in the summer of 1999, TASC's **Disability Resource Center** has handled almost 150 requests for information or accommodation. Center staff have been closely involved in the planning for the new headquarters building, understanding that its design will be instrumental in making it possible for greater numbers of people with disabilities to come to work for DOT.

This year TASC installed TTY telephone sets in all public access areas, lowered public telephones to make them wheelchair accessible, and set up paging equipment for instant alarm notification to people with hearing impairments. Braille printers give visually impaired customers access to the lobby directory boards.

TASC also implemented a new TTY relay service for DOT that allows customers to place telephone calls to hearing impaired individuals from non TTY-enabled telephones. The new 771 service expedites communication since it is completely voice-activated and does not rely on telephone operators keying the conversation into a teletype device.

The Department of Interior sought out DRC as a benchmark for planning its own Technology Demonstration Center, opening later this year. DRC staff was able to offer best practices and lessons learned in design and implementation of such a facility.

In FY 2000, the DRC provided more than 5,200 hours of sign language interpretation in staff meetings, training sessions and one-on-one interactions--just for DOT headquarters. This figure doesn't include the signing services we provide in Utah, Connecticut, Texas Oklahoma and Missouri, with more to come at other field locations.

Tools for Jobs Well Done

Last year TASC unveiled a new **Assistive Technology Lab**, where experts in accommodation tools create functional solutions for employees with disabilities. These include assistive listening systems, technologies for people with low vision or blindness and tools for accommodating people with dexterity disabilities.

- TASC's Assistive Technology Lab worked with one DOT employee with dexterity disabilities to evaluate alternative computer pointing devices (mice). Working with USDA's TARGET center, the Disability Resource Center devised a unique solution integrating two mice: a trackball for pointing and a foot pedal for clicking.
- TASC provided reasonable accommodation services to a DOT Office of Civil Rights EEO investigator with longstanding dexterity difficulties that made typing her large volume of reports difficult. We enabled a technology solution that includes a voice recognition input system that greatly reduced the need for typing. The employee now reports increased efficiency and reduced pain on the job.

- An FAA employee recently experienced significant vision loss due to diabetes. TASC helped by enabling enlarged text and images on her computer screen, and speech output when she experienced eye fatigue. We also provided a closed-circuit television that allows her to enlarge printed materials. These devices permitted the customer to continue working at the job she was good at, rather than face reassignment or early retirement.

"I know that accommodating the needs of the disability community can be difficult, but TASC is way ahead with progressive and proactive actions."

*— Gary L. Dixon
Federal Highway Administration*



The Human Touch

TASC **Human Resources** provides operating and policy support to the Office of the Secretary and the Bureau of Transportation Statistics in addition to its own parent organization. Managers, supervisors and employees can access advice, consulting and policymaking help in staffing and recruitment, employee/labor relations, leave, incentives and the myriad of other HR matters that seem to become more complex every year.



One of ten HR functions within DOT, TASC has the only human resource organization that operates on a fee-for-service basis. We aggressively market our services to other federal agencies, counting as our clients NASA, Federal Emergency Management Agency, Immigration and Natural Service, Federal Trade Commission and Treasury. This proactive business model enables TASC's HR Services business practice to reduce the cost of its services to DOT.

This year, TASC developed a comprehensive "New Employee Orientation Notebook" in an effort to improve the introduction process for new DOT employees. Another new booklet, "Diversity: Recruitment and Retention," guides managers in the development of a culturally diverse workforce.

HR Services was invited to submit a case study of its experience with the balanced scorecard methodology to the *Journal of Strategic Performance Measurement*, and made a presentation at the Public Human Resources Management Conference and Expo in September.

"I am very impressed by HR's professionalism, organization, knowledge and helpfulness. It is very obvious the HR is going the extra mile and I think they are an excellent model for other offices to follow."

— Anonymous Customer,
Department of Transportation
Balanced Scorecard Survey

Best Practices for Healthy Customers

TASC is committed to a healthy, balanced work and family life. **DOT Connection**, TASC's one-stop shop for employment information, career development and worklife services, undertook a careful study of best practices in the private sector. We took components of the highest-quality, most cost-effective worklife programs and applied them in the government setting. As a result, the Office of Personnel Management cited DOT Connection as a "best practice in government," and recommended that other agencies look into developing similar approaches.



The U.S. Coast Guard now relies on TASC's DOT Connection for career counselling and centralized employment information, eliminating the cost of duplicated efforts.

Looking Out for DOT Families

One of DOT's most ambitious safety projects is its flagship **"Buckle Up America"** campaign. In May 2000, TASC conducted an onsite observational survey of employee drivers to measure seatbelt use. We found that 83% of drivers entering the Nassif parking garage were properly belted. We sought to increase that number with a concerted outreach campaign at headquarters. In June 2000, "Buckle Up" stickers were placed in every vehicle in the U-Drive government fleet. TASC generated electronic bulletin board messages, distributed fliers, and continues to offer seatbelt reminders to employees when they pick up their parking permits and when they enter the garage.



TASC provides technical assistance and **support to child development centers** across the country for FAA, the US Coast Guard and the Research and Special Programs Administration.

In July, TASC hosted an exhibit on child safety seats, seat belts, bicycle safety, boating safety and railroad crossings at the GSA Annual Child Care Conference in New York City, which drew more than 500 federal child care providers

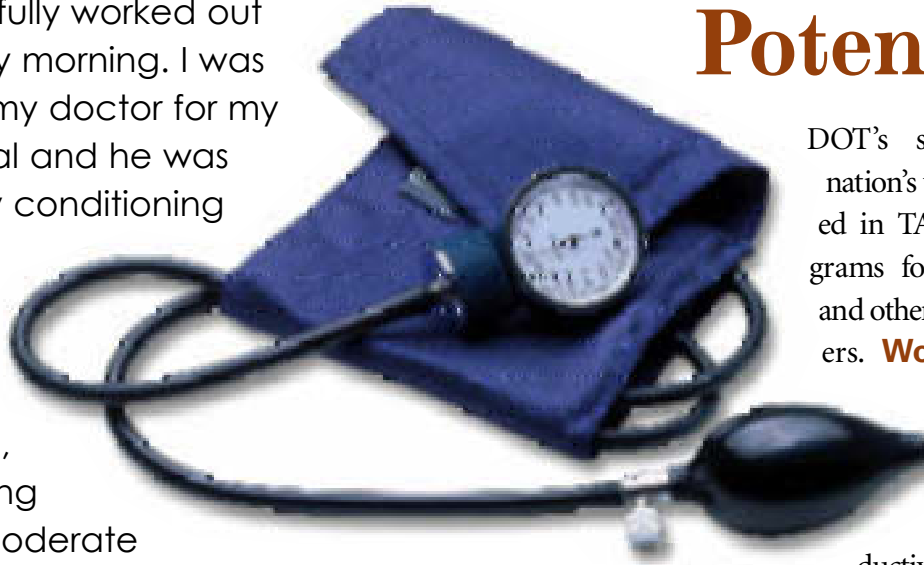
from across the nation. TASC also partnered with NHTSA and USCG last summer to sponsor a **Safety Information Fair**, providing information about child safety seats and restraints, boating safety and other summer safety tips.

TASC met with Coast Guard Child Care Directors last summer to assess customer satisfaction and get feedback on types of staff training and subject areas where more information and resources might be helpful. We also conducted a series of meetings with DOT operating administrations to determine levels of satisfaction and future requirements for child care center services.



*“*Approximately six months ago I began an exercise regimen suggested by Rick, and faithfully worked out each work day morning. I was examined by my doctor for my annual physical and he was amazed at my conditioning and overall improvement in my health. My high blood pressure, which was being treated with moderate medication, has been dramatically reduced. My cholesterol in all respects is outstanding. Rick has made working out a joy prior to starting my workday. It also improves my productivity and performance. I think when one’s personal physician validates the results of the TASC fitness program, there is no greater testimonial.”

— Ron Gordon,
Office of the Secretary



Approaching Your Personal Potential

DOT’s sensitivity to the nation’s well-being is reflected in TASC’s wellness programs for DOT employees and other government workers. **Worklife Wellness**

programs help employees overcome barriers to personal productivity and well-being.

On the job front, DOT Connection supplies career, worklife and employment information resources and services to individuals and groups. In FY 2000, we trained National Highway Transportation Safety Administration supervisors and managers in Individual Development Planning (IDP), and are working with the Federal Highway Administration to offer IDP workshops to their employees nationwide. On the customers’ “home front,” we sponsor parenting and elder care seminars, family advisory services and other supporting programs.

In FY 2000, the TASC **Fitness Center** developed a health maintenance program focused on cardiovascular endurance and neuromuscular strength and endurance. TASC is committed to making the fitness program a genuine bargain for enhancing employee health and productivity. The user fee, one of the lowest in government, has remained stable because of the steady increase in membership. About one-third of the eligible DOT employee population has joined the Fitness Center, when other organizations brag about participation rates of 10%-15%. One third of our participants are involved in the “Quick Fit” program, an innovative and sensible approach to fitness for very busy people.




A Sense Of... **SPACE**

Space and facilities management is the subtle but essential foundation of DOT life. Our responsibilities include property utilization surveys, the development of space requirements and real property acquisition; project planning, management, scheduling, and cost estimating; space planning and interior design. Creating an environment where people can work comfortably and productively toward their professional goals is only possible with an integrated strategy and an eye toward efficiency and cost reductions. So it makes sense that TASC is the central clearinghouse for managing space. In fact, our management improvements netted a combined savings to DOT of over \$100,000 last year.



Office co-location — bringing together several operating agencies under one roof — allows cost-saving space allocation, and gives citizens a central location for accessing DOT services and solutions. Co-location activity has been brisk this year, with TASC contributing its expertise to co-locations in Chicago; Kansas City; Baltimore; Los Angeles; San Francisco; Fort Worth; Philadelphia; and Lakewood, Colorado. We identify ideal sites for co-location, help design the space and facilitate efficient, cost-effective schedules for locating staff.



“Thank you to each and every one involved in making this move... such a breeze. You all have really pulled together and have worked diligently day and night to have all this done. What a great team to be working with, you have my highest regard.”

— Sharon Choate
Federal Motor Carriers
Safety Administration

NEW HEADQUARTERS

No project has been more challenging than managing the acquisition and construction of DOT’s **New Headquarters Facility**. After years of anticipation, the project to acquire a new headquarters building is poised to confirm its preferred site and finalize plans for a state-of-the-art, consolidated facility. TASC spearheaded a competitive process to acquire up to 1.35 million rentable square feet of space under an operating lease for a term of fifteen years in the central business district of Washington, D.C.

Throughout a busy year scouting locations, reviewing proposals and helping develop an Environmental Impact Statement, TASC remained committed to keeping employees in the loop at every stage. We held a series of Q&A sessions for DOT staff interested in learning more about the acquisition, status and future plans for the new headquarters. We organized an ongoing series

of “visioning” sessions with leaders from each operating administration to discuss how DOT can make the best use of the new space. This collaborative approach helped identify potential space-saving opportunities and redundancies in DOT’s space requirements.

Alongside the considerable efforts that will enable DOT to finalize long-term headquarters housing plan, TASC continued to find better ways to maximize and enhance DOT’s existing space. We supported the FAA’s space modernization project for the FOB 10-B building and completed enhancements to a real property database that can make it much easier for DOT to meet GSA reporting requirements and identify locations for consolidation and colocation. Additional benefits of the database are the ability to eliminate redundancy, facilitate one-stop shopping and reduce rent.

TASC Value

Facility management improvements implemented by TASC in FY2000 will result in combined savings to DOT of \$100,000 annually.

A Sense Of... SPEED

Floor team leaders are trained in managing renovation projects including the latest hand-held technology to accommodate customer design changes on the construction site to expedite project completion.



Humming Along

Working mostly behind the scenes, the **Facilities Service Center** manages a wide range of logistic support services, including facilities management, property services, motor pool, shuttle services, parking and transit benefits. This year, TASC focused on disseminating its best practices across a wider customer base. This has enabled us to keep customer costs down and improve performance, thanks to broader experience. Over the past five years, and until FY 2002, our rates remained steady, despite inflation.

TASC continues to ensure a safe and healthful work environment by conducting ongoing facility inspections. Facility Managers identify 72% of all service problems before customers report them. Overall, TASC has a 1 minute response rate and resolves 98% of all service calls in less than 48 hours. Customer feedback spurred us to develop a new approach to workspace alterations that includes teaming facility specialists with the customers to ensure their needs are met. Each of TASC's team leaders completed coursework at George Mason University and now hold professional facility manager certifications.

"Thank you for the expeditious way in which you have handled jobs for us. We appreciate your concern for us and the way that you make things happen... not just this one job, but things too numerous to name."

— **Almeta Hilton**
**National Highway Traffic
Safety Administration**

Property Services has also kept its fee structure stable by improving management efficiencies over the year and expanding its customer base. We stimulated broader DOT support for computer equipment donation, eliminated underutilized storage space in the Nassif Building, and managed several cost-saving furniture installations for operating administrations.



A Sense Of... SECURITY

The job of keeping Americans safe on the roads, rails, water and skies remains one of DOT's most important strategic goals. It makes sense that TASC, with its repository of expertise and its cross-agency reach, be a major player in this effort. We foster multiple programs that work to eliminate transportation-related deaths, as well as injuries and property damage; threats to computer systems and the smooth operation of government; and programs that foster personal safety among DOT's own customers.



**DOT
accounts
for 18.4% of all
federal employees
under going random testing
for drug and alcohol use and yet
has a positive results rate that is 50%
lower than that of the Federal government
as a whole.**

“Everyone has been extremely complimentary about your presentation at the Drug Testing Coordinators Training program. Thank you very much for all the work you put into the material. It is obvious that you all are real experts at this.”

—David Miller
Director, Human Resources
Administration
U.S. House of Representatives

SAFE AND SUBSTANCE-FREE

TASC continues to promote its awareness and testing programs to agencies throughout the government, ensuring that the safe operation of America's transportation systems is not compromised by employee drug and alcohol use.

Leveraging TASC's experience and best practices in **drug and alcohol awareness and prevention**, several non-DOT agencies now purchase testing services through our Substance Abuse Awareness and Testing Office (SAATO). Not only does this ensure uniform quality in testing and analysis, it also saves agencies money by spreading fixed costs and enabling TASC to negotiate better contract pricing on behalf of a larger customer base.

TASC has been able to reduce cost projections for a new laboratory-testing contract in 2001, in part, by partnering with the Department of the Navy, which now relies on TASC to provide these services. The Navy is expected to submit approximately 20,000 samples to TASC's contract lab for analysis each year.

Other clients include the DC Department of Public Works, for which we provide awareness training and testing, and the Department of Defense Joint Interagency Task Force East, for which we provide drug-testing services for military and civilian personnel. Several other customers, particularly from the law enforcement community, have made commitments to use TASC drug and alcohol testing services in the coming year.

Protecting Persons and Property

DOT employees are among the safest government workers, thanks to the quiet but vigilant work of TASC **Security Operations**. Throughout the Department, multiple layers of security and surveillance silently operate 24 hours a day, 7 days a week, even as TASC's protection personnel explore better methods to ensure customer safety.

TASC Security Operations coordinates the protection of DOT headquarters by monitoring activities in high risk locations as they occur and reviewing archived video. Extensive camera coverage of the building perimeters, as well as hallways, lobbies, and garage areas, together with a 24-hour guard service enables TASC to effectively prevent crime, eliminate vandalism, and create a safe working environment for all DOT employees, contractors, and visitors.

New digital photo ID cards are being issued this year; they are sturdier, easier to read and validate, faster to renew and less expensive. **State-of-the-art surveillance equipment**, such as fluoroscopes and magnetometers, have been installed, and new protocols for tightening access were implemented with an eye to minimizing their burden on the 7,500 employees and 600 visitors that pass through the doors of the Nassif Building each day.

Our **highly trained security guards** are each certified in First Aid and CPR. Many bring experiences in

the military, law enforcement or Secret Service to their posts. In addition to patrolling the building, they also preserve the integrity of the DOT ID system.

TASC's security experts also teach employees how to protect themselves, on and off the job. Each month, employees ask Security for help and advice about threatening personal situations or phone calls. We investigate the circumstances, explain the vulnerabilities and offer a plan of action they can pursue at work and at home. TASC also offers workshops for supervisors in responding to and **preventing workplace violence**, and on-demand security awareness briefings for any employee or work group.

In the past, the only requirement for conducting background checks of contractor personnel was a fingerprint check.

Investigations are now required to meet NACI standards, which is the minimum investigation required for all Federal employees and involves more review and control of submitted paperwork before investigations can be initiated. DOT operating administrations have asked TASC Security Operations to manage and implement this program, which will result in an additional 1,855 investigations this year at the Department in much the same way as it conducts background checks of DOT employees.

Computer security is also a critical concern for TASC and the Department. While other government and pri-



vate sector organization were put out of email commission by the insidious “Melissa” and “I Love You” worm viruses, TASC’s **Millennium Solutions Center** made sure the Department’s automated networks and services were never compromised.

We screen out thousands of potentially disabling virus “hits” at the email hub. IT Operations’ secure messaging project made online transactions and messaging secure through the latest in public key encryption technology. Working in cooperation with FAA, we developed Web-based information security training courses for 3,200 FAA system administrators through TASC’s Transportation Virtual University.



TASC Security Operations offers customers expertise and assistance with employee background checks, passports and visas, identification media, security awareness training, and lock and key services.

Securing The Business of Government

In FY 2000, TASC initiated a project to provide secure messaging, transaction processing by integrating Public Key Infrastructure (PKI) services and related “certificate authority” with its **X.500** directory. TASC implemented a major upgrade of the Department’s messaging and directory system that allows certificates

to be stored in the X.500 directory and provides additional protection against potential security vulnerabilities. This service can be used to provide a means to secure applications, messaging activity, and digitally signed documents for high assurance of validity. Services are available on an ad hoc basis to secure a single application or as part of a broad-based solution to provide such features and single sign-on or external customer support.



TASC partnered with the FAA to assist in implementing an FAA-wide directory that interfaces not only with DOT’s enterprise directory, but also with a variety of FAA applications and systems.

TASC completed a pilot program that allows remote access users and telecommuters to access DOT database resources through the Internet. This **Virtual Private Network** (VPN) application provides a completely secure network that enables DOT employees to set up secure working sessions with DOT databases while working from home or other remote locations. This system is now operational and taking on users that have been configured to access this type of access.

Department of Transportation Transportation Administrative Service Center Notes on Financial Statements September 31, 2000

Statement of Revenue and Expense

TASC sustained an over-recovery of \$212 thousand (1%) on revenue of \$176 million and achieved a near break-even position for the fiscal year. Overall, TASC revenue decreased from Fiscal Year 1999 by \$4.5 million. The total revenue reduction for DOT customers was \$22.3 million, primarily as a result of the transfer of three departmental administrative systems from TASC to other organizations. The Department's accounting system and the payroll and personnel systems were transferred from TASC, accounting for a reduction to DOT customers of approximately \$20 million. Reduced revenues from DOT sources were partially offset by an increase in revenue from non-DOT customers of \$17.8 million. The majority of this was as a result of service increases in the ITOP and Transit Benefit programs.

Statement of Financial Position

Assets: Current assets (Cash, Accounts Receivable, and Prepayments) increased by \$20.5 million. The increase in accounts receivable of \$16.2 million is due to an increase in service billings during September. TASC also acquired transit fare media to fulfill significantly increased customer orders, resulting in an increase in prepayments of \$11.5 million.

Liabilities: Overall, liabilities increased by approximately \$20 million. This corresponds to the changes in assets discussed above.

Capital: Equity increased by \$212 thousand, corresponding to the net revenue realized for the year.



A Sense Of ACCOUNTABILITY

A keen sense of accountability pervades every aspect of TASC's operations. Our mission is to provide the best value in administrative support services to the Department of Transportation and other government agencies, delivering increased efficiency and economies of scale.

Service. TASC provides more than 75 different administrative, technical, and management support services to customers at the Department of Transportation and agencies across government. As notable as the range of services we provide is the importance we place on timely, customer-focused service delivery.

Value. Over the course of the past five years, a results-based management approach has produced a portfolio of high value, high demand, critical support services that are unique to TASC and represent "best practices" among government programs. These signature services enable our DOT partners to advance strategic goals and reduce the hidden cost of government programs. Unlike private sector firms, TASC's financial target is to break even, passing savings along to customers in the form of reduced rates, technology investments, and improved or expanded services.

Success. TASC has forged public-private partnerships that bring cutting-edge technology and tools within easy reach of government agencies. We've cut the time it takes to award contracts, revolutionized the way that citizens interact with the Department, and harnessed the tools and resources that enhance productivity for members of the Federal workforce. TASC makes it possible to cut the cost of government by eliminating the need for organizations to duplicate its expertise and program infrastructure, allowing them to focus their efforts on delivering core mission programs and services to the American public.

DEPARTMENT OF TRANSPORTATION TRANSPORTATION ADMINISTRATIVE SERVICE CENTER

Statement of Revenue and Expense

As of September 30, 2000

(Dollars in Thousands)

| | FY 2000 | FY1999 |
|--|----------------|----------------|
| Revenue | 176,606 | 181,138 |
| Operating Expenses | | |
| Personnel Compensation | 17,357 | 16,544 |
| Personnel Benefits | 4,499 | 3,298 |
| Benefits for Former Personnel | 1,095 | 876 |
| Travel & Transportation of Personnel | 515 | 395 |
| Transportation of Things | 333 | 266 |
| Rent, Communication and Utilities | 15,659 | 16,042 |
| Printing and Reproduction | -26 | -25 |
| Other Contractual Services | 125,369 | 132,191 |
| Supplies and Materials | 1,643 | 3,132 |
| Depreciation Expense | 6,611 | 3,383 |
| Non Capitalized Equipment | 3,252 | 5,344 |
| Damage to Property | 4 | |
| Interest and Penalties | 50 | 46 |
| Billing Adjustments | -6 | |
| Allowance for Uncollectable Receivable | <u>39</u> | — |
| Total Expenses | 176,394 | 181,49 |
| FY 2000 Net Results from Operations | 212 | (354) |

| FY1998 | FY1997 | FY1996 |
|----------------|----------------|----------------|
| 140,205 | 108,627 | 81,591 |
| 15,617 | 15,672 | 12,957 |
| 6,546 | 6,102 | 2,427 |
| 1,009 | 2,381 | 1,182 |
| 453 | 318 | 339 |
| 305 | 357 | 292 |
| 18,197 | 8,113 | 6,846 |
| 74 | 458 | 0 |
| 88,910 | 68,421 | 56,100 |
| 1,870 | 3,060 | 3,129 |
| 2,697 | 3,768 | 2,896 |
| 5,420 | 2,242 | 2,708 |
| 49 | | |
| 7 | 1 | 2 |
| 141,154 | 110,893 | 88,878 |
| (949) | (2,266) | (7,287) |

DEPARTMENT OF TRANSPORTATION TRANSPORTATION ADMINISTRATIVE SERVICE CENTER

Statement of Financial Position

As of September 30, 2000

(Dollars in Thousands)

ASSETS

| | | FY 2000 | | FY 1999 |
|------------------------------------|-----------------|---------|-----------------|---------|
| Cash | 11,899 | 19,102 | | |
| Accounts Receivable | 35,163 | 18,946 | | |
| Travel Advances | | | | |
| Other Advances | 46 | 50 | | |
| Other Assets: | | | | |
| Prepayments | 15,281 | 3,775 | | |
| Fixed Assets: | | | | |
| Equipment-Personal Property | 31,343 | 25,954 | | |
| Less: Accumulated Depreciation | <u>(24,871)</u> | 6,472 | <u>(19,268)</u> | 6,686 |
| Automated Data Processing Software | 2,361 | | 1,551 | |
| Less: Accumulated Depreciation | <u>(1,731)</u> | 630 | <u>(753)</u> | 798 |
| Leasehold Improvements | 787 | | 787 | |
| Less: Accumulated Depreciation | <u>(747)</u> | 40 | <u>(717)</u> | 70 |
| Buildings Unclassified | 368 | 368 | | |

| | | |
|---------------------|---------------|---------------|
| Total Assets | 69,531 | 49,427 |
|---------------------|---------------|---------------|

LIABILITIES

| | | | | |
|--|--|--------|--|--------|
| Accounts Payable: | | | | |
| Government Agencies | | 8,963 | | 5,530 |
| Commercial Vendors | | 31,751 | | 16,508 |
| Accrued Liabilities: | | | | |
| Advances from Others | | 673 | | 651 |
| Advances from Others - WCF Operations | | 5,347 | | 4,995 |
| Other Accrued Liabilities - Unclassified | | 1,665 | | 1,828 |
| Salaries and Wages | | 2,855 | | 1,835 |
| Annual Leave | | 1,561 | | 1,576 |
| Actuarial Liabilities (Unfunded) | | 467 | | 467 |

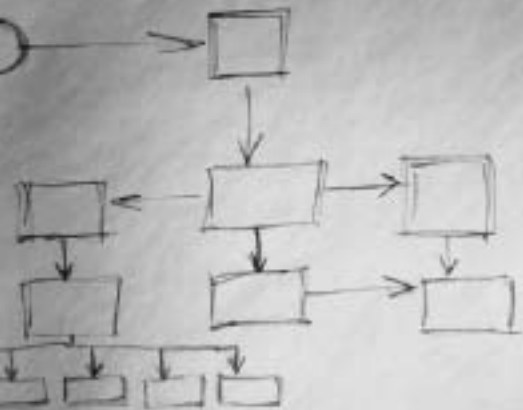
| | | |
|--------------------------|---------------|---------------|
| Total Liabilities | 53,282 | 33,390 |
|--------------------------|---------------|---------------|

CAPITAL

| | | | | |
|---------------------------------------|---------------|---------|--------------|---------|
| Equity | | | | |
| Equity for Capital Investments | | | | |
| Investments Made | 2,715 | 10,538 | | |
| Capital Investments - Unfilled Orders | 6,430 | | | |
| Available for Investments | <u>10,828</u> | | <u>9,435</u> | |
| Total Equity for Capital Investments | | 19,973 | | 19,973 |
| Results from Operations | | | | |
| FY 1999/1998 and Prior | (3,469) | | (3,115) | |
| FY 1999 | | | (354) | |
| FY 2000 | 212 | | | |
| Future Funding Requirements | (467) | | (467) | |
| Total Results from Operations | | (3,724) | | (3,936) |

| | | |
|------------------------------------|---------------|---------------|
| Total Equity as of 06/30/00 | 16,249 | 16,037 |
|------------------------------------|---------------|---------------|

| | | |
|--------------------------------------|---------------|---------------|
| Total Liabilities and Capital | 69,531 | 49,427 |
|--------------------------------------|---------------|---------------|



10/10/10

